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September 5, 2006

Mr. Michael Spring
Director

Miami-Dade County Department of Cultural Affairs
111 NW First Street, STE 625
Miami, FL 33128

Dear Mr. Spring:

I am pleased to send you the final Feedback Report for your organization. It has been prepared and validated by the team of Examiners who reviewed your Sterling Challenge application and conducted your site visit. We hope the information contained in this assessment will be able to further you on your performance excellence journey. Enclosed are two copies of your Feedback Report.

The Sterling Challenge assessment process is nationally recognized for excellence. As a result, Sterling has been the benchmark against which other state's awards processes are measured.

Feedback from Sterling Challenge applicants on the examination process is central to our effort to systematically evaluate and improve our level of performance. In about 30 days, your point of contact will receive a survey so that you can tell us about your satisfaction with the examination process and the Feedback Report.

If you have any questions or concerns, I would be pleased to meet with you. Please call me at (850) 922-5316 to make arrangements.

Thank you again for your participation in the 2005 Sterling Challenge process and for helping to make Florida "a state of excellence."

Sincerely,

John A. Biemo, Jr.
Chairman

JAP/js

Enclosures

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INTRODUCTION

The goal of the Sterling Challenge process is to improve efficiency and productivity throughout the State of Florida by promoting common standards for organizational performance excellence in all public and private business sectors of the State. The process is designed to help an organization lay the foundation for future success. It provides a comprehensive self-assessment opportunity that can help organizations optimize their operations and results.

Miami-Dade County Department of Cultural Affairs has completed its application, and a team from the Florida Sterling Council Board of Examiners has been on site to verify and clarify the information requested. This Feedback Report is the culmination of the Examiners' site visit findings.

Managing for quality does not end with receiving this report or even receiving an award, but compels an organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strength and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report provides an **Executive Summary** of the observations of the Examiners regarding the organization's key strengths and opportunities for improvement, and general recommendations designed to assist the organization in its effort to reach the next level on its continuous improvement journey.

The Report does not prescribe specific programs or techniques with which to improve. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence*. These views are expected to enhance the ability of administrators and employees within the organization to analyze their quality effort and to achieve consistently higher levels of performance excellence.

EXECUTIVE SUMMARY

Miami-Dade County Department of Cultural Affairs is in the developing stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership. Some of the most important strengths include:

- The senior leadership and advisory council serve as role models for the enablement of an organization with empowered staff, an innovative mindset, and with a focus on the betterment of the community. Through an engaged leadership and advisory council, staff are empowered to take pride of ownership in programs that are often assigned based on degree of interest, and are encouraged to find innovative ways to meet community needs. A portfolio system is used to assign and manage staff projects and to evaluate performance. Senior leadership and the council role model community focus through the setting of high standards for ethical conduct and through their own personal involvement in the community.
- The organization has developed numerous means to develop strong relationships with customers and the community. Methods used to build relationships include the engagement of advisory council and various volunteer panels from all parts of the community, involvement of these groups in the strategic planning process, and through various means to listen and learn about the community's requirements for cultural services. The success of these relationships reflects the importance of the organization's core values of being customer focused, having fairness in all interactions, and being accessible.

There are also opportunities for improvement:

- The organization is in the early stages of building a performance measurement system. For example, current performance measures consist primarily of financial and project management data. Also, the organization is in the very early stages of implementing an automated balanced scorecard system that will fully enable a wide scope of performance measures that align with the organization's business plan.
- The organization does not have systematic methods to compare its performance with those of other high performing organizations. While it has made efforts to obtain comparative information, it has not yet succeeded in acquiring regular sources of comparative information for similar organizations, for organizations with similar processes, or for high performing organizations in general. This has impeded the organization's ability to set stretch objectives, to better manage process performance, and to benchmark best practices.
- Several key organizational processes have not been developed or deployed. These include systems to track and trend customer complaint information, to determine customer satisfaction by segment, and to determine employee and

volunteer satisfaction levels. Without these processes, the organization may cause misalignment with its core values of "Customer Focus, Excellence, and Impeccable Quality of Work".

- The organization does not use systematic methods to evaluate and improve performance. For example, while financial performance and project timeliness are systematically reviewed, there is no regularly deployed method, to evaluate performance, determine the causes of less than desired performance levels, determine the root causes of poor performance, and take effective action to improve.

The Organizational Performance Results Category assesses Miami-Dade County Department of Cultural Affairs' trended and comparative performance in those areas of importance to the organization's key factors. Some of the strengths and opportunities for improvement in the organization's results include:

- The organization has shown trended improvement in its ability to generate funding for its grants programs. Total funding has grown from \$5.4 million in FY 2001-02 to \$15.6 million in FY 2006-07. This represents the 43.1% attainment of its long term funding goals of \$36.2 million. It also has been successful in obtaining more than \$500 million in long-term capital funding for its facilities development and improvement projects. This includes \$80 million from the Existing and Neighborhood Plan and \$450 million from the Building Better Communities Bond Program approved by Miami-Dade voters in November 2004 which is providing funding for a myriad of projects including the South Miami-Dade Cultural Arts Center to be opened in 2007.
- The organization does not provide levels, trends, or comparisons for most key products and services important to its customers other than the attainment of funds. Also, it does not provide results, other than the attainment of funding, for its core programs and processes. For example, no trended results exist reflecting the quality or timeliness of services provided.

In order to help Miami-Dade County Department of Cultural Affairs' management move to the next level in its journey for performance excellence, the Sterling Examination team recommends the following:

- Develop a full scope of performance measures and implement its plan to deploy an automated balanced scorecard tool that will enable the creation of "Enterprise Measures" along with measures aligned with Business Plans and core value added service processes.
- Implement systematic processes to regularly determine customer, employee, and volunteer satisfaction levels. With this information, the organization will better be able to identify improvement opportunities that may lead to the development of

additional innovative services for customers and job enhancement opportunities for employees.

- Develop systematic methods to determine and use comparative performance measures. These measures may assist the organization in identifying and sharing best practices and give it an opportunity to assess its status in making Miami-Dade County the "Cultural Capital of the Americas".

1.0 Leadership

The **Leadership** Category examines how the organization's senior leaders guide and sustain your organization. Also examined are your organization's governance and how your organization addresses its ethical, legal, and community responsibilities.

Category 1 - Leadership

Strengths

This category summary addresses the organization's **Senior Leadership**, and **Governance and Social Responsibility**.

Scoring Range: 50% - 65%

- Senior leaders and the organization's advisory council systematically set, revise, and communicate the organization's mission, vision, and values in multiple ways. Annually, the advisory council reviews and revises mission, vision, and values based on the community's desired direction for the organization. Mission, vision, and values statements are communicated to staff, to volunteer grant approval panels, and to the community in meetings, focus groups, and the web site. Employees and the council clearly understand the organization's vision and their respective roles in helping to achieve it.
- The organization's senior leaders and board members actively promote an environment that fosters legal and ethical behavior. All employees and the council attend annual ethics training. The organization has set department policies that exceed the requirements set by the County. Policies that exceed the County's requirements include gift disclosure and declaration of conflict of interest. The department's aim is that disclosure and transparency take precedence above official policy, and therefore, conflicts of interest are often declared even in cases where no financial benefit is possible. This policy applies to employees, the council, and to grant approval panels.
- Senior leaders create and enable an environment that focuses on innovation, employee learning and development, empowerment, motivation, and accomplishment of individual objectives. Methods used include the assignment of

**Category 1 – Leadership
(continued)**

This category summary addresses the organization's **Senior Leadership**, and **Governance and Social Responsibility**.

responsibility to all employees through a portfolio planning and review process. This enables each staff member to be fully responsible for the management of some aspect of the business. It encourages and enables them to identify innovative projects that they are passionate about and rewards them both in pay and recognition for accomplishment of objectives. Each employee has a development section of his or her portfolio which is included as a part of the performance rating.

- The organization addresses management and fiscal accountability in several ways. These include external management and fiscal audits by the County done biannually, external consultants charged with reviewing facilities development projects, and intensive internal management review of all spending and oversight of spending policies, allocations, and grants making criteria by the advisory council. Audit findings are responded to in an expeditious manner.

- The organization actively supports and strengthens its key communities both through the fulfillment of its mission and through the individual action of employees and the council. Senior leaders, employees, and council members are personally very active in supporting the arts within the Miami-Dade community and beyond. Examples include multiple board memberships, personal financial support, support of regional, state, and national arts councils along with support of community agencies such as United Way (the Director is the campaign co-chair), Habitat for Humanity, and Hurricane Relief.

Opportunities for Improvement

- The organization does not fully utilize its portfolio system to assist in the accomplishment of organizational objectives.

**Category 1 – Leadership
(continued)**

This category summary addresses the organization's **Senior Leadership, and Governance and Social Responsibility.**

For example, most objectives listed within employee portfolios do not include specific measurable objectives and/or defined completion targets. Also, the organization is in the early stages of developing a balanced scorecard that will enable a drill down of organizational measures, targets, and objectives to the individual performer level. As a result, employees are aligned but not fully integrated with organizational objectives.

- The organization does not systematically evaluate the effectiveness of its advisory council or of the overall leadership system. For example, while senior leaders and board members regularly discuss organizational objectives and accomplishments, the council does not rate itself on how it has contributed to that performance in order to identify lessons learned and improvement opportunities. As a result, opportunities to assist the organization in achieving its vision of being the "Cultural Capital of the Americas" may be lost.

2.0 Strategic Planning

The **Strategic Planning** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and changed if circumstances require, and how progress is measured.

Category 2 – Strategic Planning

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

Scoring Range: 30% - 45%

Strengths

- The organization uses a systematic approach to develop its annual Departmental Business Plan and Outlook. The planning process consists of community input, staff and council planning retreats, the development of a plan, using County provided documents which include staffing levels, revenue and expense projections, a review of the business environment, critical success factors, goals, outcomes, and key performance indicators and targets. In addition to the Business Plan, the organization develops a five year plan for its grants programs and a 15 year plan for facilities development.

- The organization systematically develops action plans in support of the deployment of its goals. For example, it has developed a Grants Programs Funding Activity matrix, and the Grey Chart that outlines the detailed scheduling and tracking of its grants programs. It also uses a detailed project management approach to plan and manage the implementation of its facilities programs. Progress in both of these key areas is regularly discussed, reviewed, and revised, if required, in weekly staff meetings and monthly council meetings.

Opportunities for Improvement

- The organization does not address all of its stated challenges, particularly human resource challenges, within its Business Planning process. For example, the organization states that its challenges include difficulty in recruiting for certain key positions in order to keep up with growth, due to limited salary ranges and a

Category 2 – Strategic Planning (continued)

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

shortage of appropriate expertise, yet its goals do not include any strategies or activities focused on recruiting new staff or building the skills of current staff to meet identified needs. As a result, the organization may find it difficult to meet its goals for growth of services due to a shortage of highly skilled staff.

- The organization has not fully developed and deployed its key performance indicators in support of its Business Plan goals. While the County Business Planning format asks for measurable performance indicators and targets, many of the targets for this organization are listed as "initiate, accomplish, or complete" as opposed to indicators that project the quality or effectiveness of efforts along with a financial and/or quantitative goal. As a result, it may be difficult to determine whether the completion of action plans leads to the attainment of desired improvements.

- The organization is in the early stages of deployment of its "Active Strategies" balanced scorecard system which is designed to track organizational indicators and goals, and to align these indicators and goals with division and programmatic action plans and individual portfolios. Currently, most action plans are measured only by completion date and/or budget compliance. Without the ability to provide more detailed performance indicators in alignment with action plans, it may be difficult to determine the value of completing certain department and division initiatives.

3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines requirements, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty and retention, and to business expansion and sustainability.

Category 3 – Customer and Market Focus

Strengths

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

Scoring Range: 30% - 45%

- The organization identifies customer and customer groups by cultural organizations, artists, and citizenry. These groups are further defined by organization size (small, mid-size, and large), artist type (musician, play write, painter) and citizen type (senior citizens, high school and college age students, and primary and secondary school age children). Senior leaders and staff actively promote programs specifically targeted to these segmented groups. For example, the Golden Ticket program is directed specifically to senior citizens, whereas, the Culture Shock program targets high school and college age students.
- The organization listens and learns to determine customer requirements and build relationships by conducting mandatory annual one-on-one meetings with its grantees and cultural organizations. This is in addition to attending client events, providing half-day workshop sessions, conducting web-based surveys, roundtables, and focus groups. Senior leaders and organizational staff work closely to build meaningful relationships with their constituents.
- The organization enables customers to seek information and conduct business via multiple communications approaches. This includes the internet, department databases, forms, multi-language publications and telephone contact information for staff and email postings. As a result, senior leaders and staff members have built long term cooperative relationships with many of the 1100 cultural organizations found in the County.

Category 3 – Customer and Market Focus (continued)

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

Opportunities for Improvement

- The organization does not have a well deployed process to determine and implement contact requirements for its customers. For example, the organization has an informal process which asks staff members to respond within 24 hours of receiving phone calls and emails, but it does not have complementary procedures to track the performance of this process. As a result, the organization cannot assess its effectiveness of efforts to "be customer focused", one of its core values.
- The organization does not have a systematic complaint management process. For example, the organization has numerous methods in place to communicate and respond to customers; however, there is not a process in place to formally track and analyze customer complaints. Without a process to ensure that it addresses customer complaints, the organization may fail to achieve its desire to have a positive public perception of its services.
- The organization does not have a process to regularly determine customer satisfaction and dissatisfaction. While the applicant surveys its grantees and cultural organizations on a three year rotational cycle on the various aspects of its programs including "Clarity of Guideline, Ease of Use, Clarity of Grant Agreement", etc., there is not an approach to survey customers who participate in the cultural activities they, the audience, fund. By failing to address the audience segment of its customer base, the organization may fail to meet its value of being customer focused and may fail to meet its key strategic challenge of increasing its audience base.

4.0 Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information and knowledge assets. Also examined is how your organization reviews its performance.

Category 4 – Measurement, Analysis, and Knowledge Management

Strengths

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance, and Information and Knowledge Management**.

Scoring Range: 10% - 25%

- Senior leaders analyze and review organizational performance on an ongoing basis. This includes performance reviews at weekly staff meetings, monthly board meetings, and at full day in-depth quarterly staff and annual advisory council retreats. As a result, senior leaders and the advisory board are better able to manage the progress of project completion and to better set expectations of the community as unexpected changes in grant funding programs or construction progress may occur.
- The organization ensures the continued availability of data and information during times of emergency through the usage of frequent data back-ups. This includes off-site data storage by the parent organization's Information Services Department. Additionally, an organizational emergency plan has been established which is reviewed annually by senior leaders and again during times of emergency.
- The organization shares and transfers employee knowledge via several methods. For example, in addition to County and Department mandated orientation, new staff members are paired with senior staff as part of a mentoring program. This program helps acclimate new staff to the culture of the department and provides additional informal training. Also, as processes are improved, employees are encouraged to share these improvements at weekly staff meetings and quarterly staff retreats.

Category 4 – Measurement, Analysis, and Knowledge Management (continued)

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance, and Information and Knowledge Management.**

Opportunities for Improvement

- The organization has not implemented a formal process to select, collect, and use data to track organizational performance other than financial. For example, the organization is in the early stages of implementing an automated balanced scorecard system that will track both enterprise and specific process focused data as it aligns to the Business Plan. Without a fully defined measurement system, the organization may find it difficult to determine where it stands in the achievement of its core value "excellence".
- The organization does not have a systematic process to capture and ensure effective use of comparative and competitive data to support strategic decision making. For example, the organization partners with several local and national cultural organizations, but does not take advantage of these relationships as opportunities to gather comparative performance data. Without a process in place to capture comparative and competitive data, it may be difficult to fulfill the vision of being "the leading force in cultural affairs in the County".
- The formal processes in place to ensure reliability, accuracy, security and confidentiality of data and information are not fully deployed. For example, the organization utilizes several independent databases which require the manual transfer of data between them which provides multiple opportunities for data transfer errors and lost data. Additionally, opportunities for security and confidentiality breaches are presented when employees transport organizational data via thumb drives between work and home. As a result, organizational data and information could be compromised.

5.0 Human Resource Focus

The **Human Resource Focus** Category examines how your organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with your organization's overall objectives, strategy, and action plans. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.

Category 5 – Human Resource Focus

Focus

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

Scoring Range: 30% - 45%

Strengths

- Senior leaders manage and organize work to promote an environment of empowerment and innovation. This is achieved through employee ownership of programs, staff assignments, and encouragement by senior leaders to address areas of the cultural community that are either under-served, or not currently being served. As a result, several staff members have created new programs that not only address the needs of artists, but also those of the leaders in the cultural community.
- The organization recruits, hires, and retains new employees by a variety of methods. The hiring process used includes: advertising of positions by the County, grading of applicants (A, B or C) by the hiring manager, and both an interview and writing sample review done by a diverse interviewing team. Employee retention is ensured in several ways including: participation in the Department and County new employee orientation; Department specific job descriptions, mentoring by senior staff, on-going training, and opportunities for continued growth.
- The organization uses an informal process to accomplish succession planning. Senior leaders identify staff members with leadership qualities, and provide formal and informal training opportunities to cultivate leadership skills. This is accomplished by providing project management opportunities, staff mentoring, professional development opportunities, participation in the Miami Emerging Arts Leadership Council, and five employees per year

Category 5 – Human Resource Focus (continued)

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

receive funding to attend the Americans for the Arts annual conference.

- Senior leaders motivate employees to develop and utilize their full potential in a variety of ways. They work with employees to identify professional growth opportunities; they empower employees to be innovative in developing new programs; and they identify unique motivational drivers which help direct employees into areas where their full potential can be realized. All of the above are accomplished through the employee portfolio which also aligns employee projects to the organizational Business Plan.

Opportunities for Improvement

- The organization does not evaluate the effectiveness of employee education and training. For example, while employees often bring back good ideas from training attended, the organization does not evaluate the overall cost versus benefit of the various training sessions attended by staff. As a result, the organization may be unaware as to which training events provide the best opportunities to enhance organizational and individual performance.
- The organization does not systematically evaluate the effectiveness of its efforts to improve workplace health, safety, and ergonomics. For example, while efforts are taken to ensure safety, in the field (hardhats, steel toed boots) and safety in the office (floor wardens, ergonomic equipment), it does not evaluate and trend the results of these efforts. This may hinder the organization's ability to identify and make needed improvements.
- The organization does not have a formal process to determine employee or volunteer satisfaction and dissatisfaction. For example, the organization uses various informal means, such as its open door policy, to determine employee morale. It does not have a way to determine

Category 5 – Human Resource Focus (continued)

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

employee satisfiers and dissatisfiers by employee or volunteer segment. Without a process in place to determine satisfaction levels, employee needs may go undetermined and unmet.

6.0 Process Management

The **Process Management** Category examines the key aspects of your organization's process management, including key product, service, and business processes for creating customer and organizational value and key support processes. This Category encompasses all key processes and all work units.

Category 6 – Process Management

Strengths

This category addresses the organization's **Value Creation Processes**, and **Support Processes and Operational Planning**.

Scoring Range: 30% - 45%

- The organization has identified and developed its core value added processes in response to identified customer and community needs through its listening and learning approaches such as focus groups. This organization was traditionally a grants administration office, but in recent years has become focused on technical support, facilities' development, and audience development processes in addition to grants administration. A key support process for this organization is budget management. These core processes align the organization with its vision and mission statements.
- The organization uses a process design approach to develop and update its programs and services. Process steps include researching other organizations, conducting focus groups to determine process requirements, drafting programmatic guidelines, gaining approval and funding, and surveying satisfaction. This process has been used for several new program deployments including programs focused on youth and on the disabled.
- Core value-added processes are monitored and controlled in several ways. These include monitoring of schedules for completion of tasks such as completion of Grant Requests for Proposals (RFPs) or Facilities Construction tasks. Employees are encouraged to solicit ideas for improvement either from customer feedback or through various other means such as brainstorming and attendance at professional conferences/symposiums. One such example is the E-grants system which is to be implemented in 2007.

Category 6 – Process Management (continued)

This category addresses the organization's **Value Creation Processes, and Support Processes and Operational Planning.**

- The organization uses a systematic budget administration process to ensure adequate financial resources to support its core processes. Grant program, capital program, and administrative budgets are systematically monitored and reviewed by the Deputy Director to ensure proper spending and proper allocation of resources.

Opportunities for Improvement

- The organization does not consistently incorporate process performance measures to design, control, and improve processes, programs, or services. For example, while new grants programs determine criteria and application requirements for grant applicants, there is often no means established to determine the effectiveness of these programs in accomplishing the desired outcome such as increased attendance or improved audience satisfaction.
- The organization does not use systematic methods to evaluate and improve its key processes. For example, while there is a continuous focus on organizational improvement, many programs do not use standardized processes, do not use standardized assessment tools, and do not use systematic methods to identify the root causes of process problems, thereby inhibiting the ease and measurability of improvement efforts. For example, grants programs use multiple database tools and different administration methods which make it difficult to identify best practices and improvement opportunities.
- The organization does not have a means to ensure consistent deployment of its budget management process. This process is currently owned by the Deputy Director, and there are no other staff members trained to perform the process. Without other members of the staff being capable of performing this function, the

**Category 6 – Process
Management (continued)**

This category addresses the organization's **Value Creation Processes**, and **Support Processes** and **Operational Planning**.

organization is at risk of losing its tight control of its key budget administration process.

7.0 Organizational Performance Results

The **Organizational Performance Results** Category examines your organization's performance and improvement in key business areas – product and service outcomes, customer satisfaction, financial and marketplace performance, human resource results, operational performance, and leadership and social responsibility. Performance levels are examined relative to those of competitors.

Category 7 – Organizational Performance Results

Strengths

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

Scoring Range: 10% - 25%

- The organization has shown trended improvement in its ability to generate funding for its grants programs. Total funding has grown from \$5.4 million in FY 2001-2002 to \$15.6 million in FY 2006-2007. This represents 43.1% attainment of its long term funding goals of \$36.2 million. (Information obtained on site). It also has been successful in obtaining more than \$500 million in long-term capital funding for its facilities development and improvement projects. This includes \$80 million from the Existing and Neighborhood Plan and \$450 million from the Building Better Communities Bond Program approved by Miami-Dade voters in November 2004 which is providing funding for a myriad of projects including the South Miami-Dade Cultural Arts Center to be opened in 2007. (Information obtained on site)
- The organization has shown success in keeping its administrative costs low compared to the national average for Local Arts Agencies. It is currently spending 12.1% of its budget on administrative expenses compared to the national average of 25%, *Ratio of Administration to Programs*. It has also shown success in managing its budget and preventing budget overruns.
- The organization has shown improvement in the sale of \$5 Culture Shock tickets for 14 to 22 year olds over the first four quarters of the program, *Culture Shock \$5 Student Ticket Sales*. Ticket sales have increased by about 50% in FY 2005-2006 over 2004-2005, from approximately 800 to approximately 1200.

Category 7 – Organizational Performance Results (continued)

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

Opportunities for Improvement

- The applicant does not provide levels, trends, or comparisons for most key products and services important to its customers other than the attainment of funds. Also, it does not provide results, other than the attainment of funding, for its core programs and processes. For example, no trended results exist reflecting the quality or timeliness of services provided.
- The applicant surveys its customers on a three year rotational cycle on the various aspects of its programs including Clarity of Guideline, Ease of Use, Clarity of Grant Agreement, etc. Although the results have all shown 80 to 98% good or excellent ratings, they are performed such that trending of results cannot be accomplished (information obtained on site). This could inhibit the ability of the organization to see whether process changes have resulted in improved satisfaction for customers.
- Other than staff turnover rate, the organization does not provide levels, trends, or comparisons reflecting the performance of its human resource systems. For example, results are not provided reflecting hiring cycle times, training effectiveness, or employee satisfaction.
- Other than the numbers of staff participating in community service programs, such as the United Way, the organization does not provide levels, trends, or comparisons reflecting the performance of accomplishment of objectives, leadership performance, fiscal accountability, or ethical compliance. For example, while it lists its specific accomplishments toward the achievement of plans, the organization does not determine what percentage of its objectives have been met.